

KEY AREA #1

ETHICAL DEVELOPMENT—INDIVIDUAL AND ORGANIZATIONAL

1. *The Army is a values-based institution.* We reflect the values of American society and the values of the profession of arms. These values have both individual applications (for example, personal integrity) and organizational applications (such as selfless service or obedience to the Laws of War).

2. Commanders must insure that both individual and organizational ethical climates are beyond reproach. This requires a two-fold approach.

a. The basic approach to individual ethical development lies in the identification, articulation, exploration, and internalization (by the individual soldier) of Army values and standards of conduct. So, for instance, a soldier can be taught the formal definition of integrity, discuss what it means in their own words, review what it might mean in the context of their specific military duties or personal life, and through this process internalize the value, transforming it into his or her personal standard of conduct.

b. Organizational ethical development is critically important to the Army because the nature of modern warfare demands that soldiers live, work, and fight as units. All Army training is designed to develop excellence in military arts—ethics is one of those arts. The line of approach to organization ethical development lies in identifying any policies and practices within your command which pressure (or are perceived as pressuring) soldiers and/or their leaders to act unethically.

3. This area is related to all other areas, but most particularly to Quality Individual Leadership, Team Building, and American Military Heritage.

Historical example and case study:

TESTED TO THE EXTREME

A soldier's personal integrity and sense of selfless service are severely tested in the heat of battle. And, if soldier experiences both defeat and capture by the enemy, he is tested to the extreme. Major General William F. Dean, commander of the 24th Infantry Division during the early stages of the Korean War, endured both defeat and three years as a prisoner of war (POW).

On June 25, 1950, the North Korea People's Army executed a surprise invasion of the poorly prepared Republic of Korea (ROK) and overwhelmed the ROK Army. President Harry S. Truman authorized reinforcement of the ROK Army by U.S. Army units stationed in Japan. General Dean's 24th Division was the first ground combat unit to arrive in South Korea in early July 1950. Dean's 24th Division succeeded in slowing down the North Korean drive in the vicinity of Taejon to facilitate a build-up of American units in the southeastern tip of the Korean peninsula. Possessed with superior numbers and firepower, however, the North Koreans forced the 24th to retreat.

General Dean chose to stay with his front-line troops during the critical fighting of July 19-21. He personally used the newly arrived 3.5-inch bazooka against the enemy's T-34 tanks and attempted to organize a breakout column. While fetching water for some of his wounded soldiers at night he fell down a slope and suffered a broken shoulder and multiple bruises. Separated from his men, Dean wandered alone for thirty-six days trying to reach safety and lost sixty pounds in the process. On August 25 two South Korean guides betrayed him and turned him over to the North Koreans.

Dean's long ordeal as a POW began, and American authorities would not know until late 1951 whether he was alive or dead. He was taken to the North Korean capitol of Pyongyang and then for a brief period into China. Dean's captors confined him to a small-unlit room, and he was forced to sit on the floor and never allowed to stand. He was not permitted out of doors for almost a year. The North Koreans tried to force Dean to denounce the United Nations' war in Korea and threatened him with torture and death, but he steadfastly refused to cooperate. In December 1951 the Communists revealed that Dean was one of their POWs and gave him better treatment. He was allowed better food and some physical exercise.

Nevertheless, Dean languished as a POW for almost two more years and was not repatriated until September 4, 1953, a week after the Armistice. Dean was surprised to learn that he had been regarded as a hero in the United States ever since his disappearance. The American government had awarded him the first Medal of Honor for service in the Korean War for his personal bravery with the 24th Division at Taejon. Accusations of collaboration with the enemy and confessions to war crimes by captured American soldiers received a lot of press coverage during the Korean War. Remembering his own suffering, Dean urged clemency for those American POWs who made confessions under severe duress.

This area is directly supported by the following suggested lesson plans contained in this publication:

The Drink

Professional Ethics

Religious Accommodation

Values, Attitudes, Behaviors, and Self-awareness

Group Development

Conflict Management